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~~Secret~~PART III - PROGRAM CHANGES

OMS program plans submitted last year remain valid except for the changes indicated in this program submission. Over the FY 1972-FY 1976 period we propose two new activities (in our Professional Medical Services element) and describe the need for more resources in four on-going activities.

A. New Activities1. Psychological Services - Social Psychology

a. Objective: Provide management with broader professional skills in understanding and influencing group behavior.

b. Requirement

There is considerable interest and there is manifest need in the Agency for social psychological services. Beginnings have been made in this kind of service, as inherent in the Career Trainee study program and findings, the attitude surveys of young professionals and associated studies, and the teachings regarding managerial behavior. There is considerable expectation for further developments along these lines.

c. Program Plans

(1) Approach:

The Office of Medical Services is best known for its services regarding the individual, and the office is organized for this approach. While this form of service must remain basic to OMS activities, there is also a need to consider individual performance in terms of group behavior. OMS capabilities in this area are meager. We have made a start in the provision of services in the group area primarily in the

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fields of studies and training. These efforts, we believe, could profit by modest expansion. There are other aspects of organizational life, moreover, that could also receive attention: group problems in performance, analysis of group factors relating to organizational change, and the broad subject of communications, to mention a few. It also seems likely that social psychology could be helpful in advisory and interpretive ways in Agency substantive matters.

In sum, a greater emphasis is required on group behavior and group characteristics. In the immediate future we need to increase our in-house skills in these areas.

(2) Alternatives considered:

We believe that contractual services can provide some of the needed capabilities. How much we cannot say without further experience. We need at least to have an in-house capability to represent the specialization required on behalf of Agency programming.

(3) Risks and uncertainties:

We foresee no risks in this proposal, and the only uncertainty we foresee is the extent to which these insights, techniques and other advances can be ultimately applied to the Agency's needs. This we believe will depend on the extent to which our professional specialists are successful in enabling management to understand and apply the principles involved.

(4) Coordination and planning:

At the moment we can foresee continuing coordination and planning with individual Agency components on an applied functional basis. It is possible at a later date that a larger design may be indicated.

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